Business Process Re-engineering Myth or Reality?

John Willmott
Consultant

What is Business Process Re-engineering?

A means of achieving radical improvements in business performance and competitiveness through a re-evaluation and redesign of core business processes.

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Image of IS Department

"A group of expensive technical staff who do not relate well to the business needs of the organisation"

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Skills Required for Business Process Re-engineering

- Psychology of seeking continuous improvement and service
- Seeking of projects which lead to step change in organisation's effectiveness

Source: Andersen Consulting

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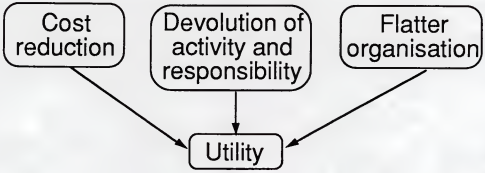
Case Study 1
Major Utility Driving Forces



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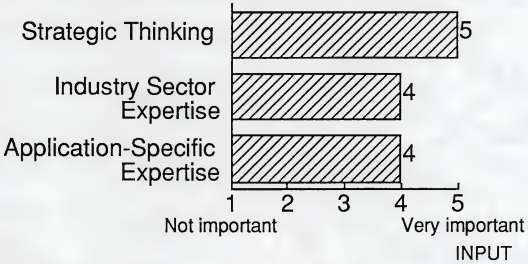
Case Study 1
Vendor Selection Criteria



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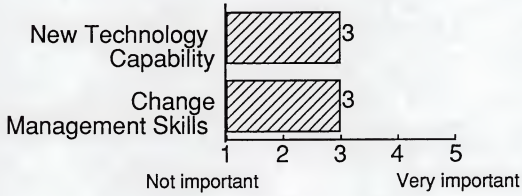
Case Study 1
Vendor Selection Criteria



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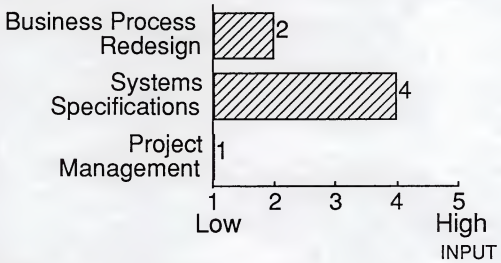
Case Study 1
Extent of Vendor Involvement



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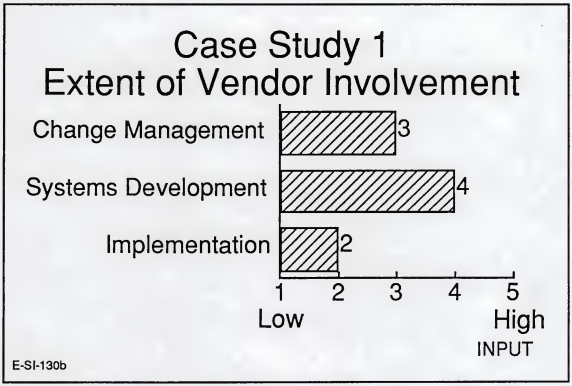

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Case Study 2—Reinshagen

- Benchmarking—to pinpoint areas for improvement
- Cross-functional impact analysis
- Activity-based costing to understand overheads

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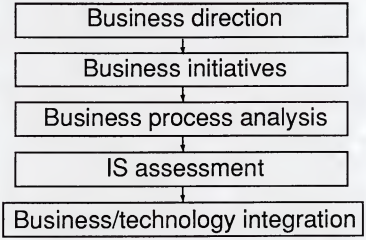
EDS—Business Information Planning



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Gemini Consulting

- Business transformation through multidisciplinary projects
- Targeting Fortune 100
- European business transformation revenues of $75 million

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Cap Gemini Sogeti

- Developing international account liaison
- Forging closer links with Gemini Consulting
- Board-level transnational approach

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Digital—Consulting Revenue Growth

Market Sector	Growth Expectations
IS consulting	Very High
Strategy consulting	Medium - High
Process re-engineering	Medium - High
HR consulting	Medium

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Digital—Business Process Re-engineering Contracts

Client	Aim of Project
GEC Express Lifts	Significant competitive advantage over main competitor
Barnge Nationale de Paris	Customer service improvement and cost reductions

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Coopers & Lybrand BreakPoint BPR

- Core process definition
- BreakPoint identification
- Process re-design
- Change management

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INPUT OFFICES

North America

San Francisco
1280 Villa Street
Mountain View, CA 94041-1194
Tel. (415) 961-3300 Fax (415) 961-3966

New York
Atrium at Glenpointe
400 Frank W. Burr Blvd.
Teaneck, NJ 07666
Tel. (201) 801-0050 Fax (201) 801-0441

Washington, D.C.
1953 Gallows Road, Suite 560
Vienna, VA 22182
Tel. (703) 847-6870 Fax (703) 847-6872

International

London - INPUT LTD.
17 Hill Street
London, W1X 7FB, England
Tel. +71 493-9335 Fax +71 629-0179

Paris - INPUT SARL
24, avenue du Recteur Poincaré
75016 Paris, France
Tel. +1 46 47 65 65 Fax +1 46 47 69 50

Frankfurt - INPUT LTD.
Sudetenstrasse 9
W-6306 Langgöns-Niederkleen, Germany
Tel. +6447-7229 Fax +6447-7327

Tokyo - INPUT KK
Saida Building, 4-6
Kanda Sakuma-cho, Chiyoda-ku
Tokyo 101, Japan
Tel. +3 3864-0531 Fax +3 3864-4114

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